

16/10/2025

**Duration: 2.5 Hours**

**Marks: 75**

**N.B.:**

- 1. All questions are compulsory.**
- 2. Figures to the right indicate the maximum marks.**

**Q.1. A) Fill in the blanks (Attempt any 8)**

**(08)**

1. The main aim of compensation is to \_\_\_\_\_ employees.  
(Attract and Retain / Dismiss / Punish / Rotate)
2. Wage payment system is broadly classified into \_\_\_\_\_ types.  
(Time & Piece Rate / Variable & Fixed / Cash & Kind / Long & Short)
3. The Payment of Gratuity Act was passed in \_\_\_\_\_.  
(1972 / 1985 / 1976 / 1995)
4. Dearness Allowance is linked to \_\_\_\_\_.  
(Cost of Living Index / Experience / Incentives / Bonus)
5. \_\_\_\_\_ theory of wages is associated with population growth.  
(Subsistence / Wage Fund / Marginal Productivity / Behavioral)
6. Pay Scales are generally revised on the recommendations of \_\_\_\_\_.  
(Pay Commission / Labour Union / Wage Board / Parliament)
7. \_\_\_\_\_ is the most important factor influencing executive compensation.  
(Performance / Age / Location / Tradition)
8. Wage policy is framed by the \_\_\_\_\_.  
(Government / Union / HR Department / Judiciary)
9. Indirect compensation includes \_\_\_\_\_.  
(Health Insurance / Basic Salary / Overtime / Commission)
10. \_\_\_\_\_ refers to rewards based on group performance.  
(Team Incentives / Individual Incentives / Fringe Benefits / Allowances)

**Q.1. B) True or False (Attempt any 7)**

**(07)**

1. Variable pay motivates employees to achieve higher performance.
2. Overtime wages are a part of indirect compensation.
3. Stock options are a form of deferred incentive.
4. Payment of wages should be done within 15 days of wage period completion.
5. Living wage is lower than minimum wage.

6. Pay structure must consider both internal equity and external competitiveness.
7. Recognition awards are examples of monetary compensation.
8. Compensation decisions are influenced by labour market conditions.
9. Cafeteria plans provide fixed benefits without flexibility.
10. Gratuity is payable only after retirement.

**Q.2.** Explain the features and benefits of a competency-based pay system. (15)

**OR**

**Q.2. A)** Define Executive Compensation. What are its components? (08)

**Q.2. B)** Write a note on “Adjudication” in industrial disputes. (07)

**Q.3. A)** Explain the different types of incentive plans. (08)

**Q.3. B)** Discuss the Payment of Gratuity Act 1972 in detail. (07)

**OR**

**Q.3.** What are the external and internal factors affecting wage determination? (15)

**Q.4. A)** Define “Strategic Pay”. How does it help in organizational competitiveness? (08)

**Q.4. B)** Explain “Voluntary Retirement Scheme (VRS)”. (07)

**OR**

**Q.4. C)** Discuss the importance of Labour Market in wage and salary administration. (15)

**Q.5. Short Notes (Any 3 out of 5)** (15)

1. Marginal Productivity Theory of Wages
2. Pay Banding
3. Wage Policy in India
4. Non-monetary Incentives
5. Compensation for Professionals

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18/10/2025

Time: 2 Hours

Total Marks: 75

Notes: All questions are compulsory.

Figures to the right indicate full marks.

1) (A) Match the columns (any 7)

07 Marks

A	B
1) Employers Association	a) legal machinery
2) Courts and Tribunals	b) labour management relations
3) Industrial Relations	c) educates organisations
4) Conjunctive Bargaining	d) 1947
5) INTUC	e) voluntary and statutory
6) Types of recognition	f) one party wins over the other
7) Inter personal issues	g) known as right dispute
8) Slow down strike	h) Humiliation
9) Joint management council	i) 1958
10) Grievance dispute	j) go slow tactics

Q1 (B) True or False – Attempt any 8

08 Marks

1. A dynamic environment leads to changes in employment conditions.
2. Industrial Relations is influenced by only one factor.
3. The union which gains through political action is called political unions.
4. Quality circle encourages group problem solving rather than individual suggestions.
5. Society plays a vital role in the matters of Industrial Relations.
6. Layoff means permanent separation of employees from employers.
7. Collective bargaining power of unions has been weakened in recent times.
8. Working environment should be conducive and motivational for better performance.
9. The Judiciary also helps in dispute resolution mechanisms.
10. Co-Partnership meetings happen once a week between workers and supervisors.

Q2 (a) Explain Industrial Relations and discuss its main characteristics. (7 Marks) 15 Marks

Q2 (b) Describe the roles of stakeholders in Industrial Relations:

- Government
- Employers
- Employees(8 Marks)

OR

Q2 (c) Explain Liberalisation and its effects on Industrial Relations. (7 Marks)

Q2 (d) Write a note on the significance of Industrial Relations. (8 Marks)

Q3 (a) Define Industrial Dispute and explain its causes. (7 Marks)

15 Marks

Q3 (b) Explain the methods used for settling Industrial Disputes. (8 Marks)

OR

Q3 (c) Write about the Code of Discipline and its enforcement. (7 Marks)

Q3 (d) Explain the grievance redressal procedure followed in India. (8 Marks)

**Q4 (a)** Discuss how globalization impacts trade unions. *(7 Marks)*

**Q4 (b)** Explain the role of trade unions briefly. *(8 Marks)*

**OR**

**Q4 (c)** Describe the levels of collective bargaining. *(7 Marks)*

**Q4 (d)** List and explain obstacles faced by collective bargaining in India. *(8 Marks)*

**Q5 (a)** Explain the provisions of the Trade Union Act, 1926. *(7 Marks)*

**Q5 (b)** Describe the key points of the Factories Act. *(8 Marks)*

**OR**

**Q5 (c)** Write short notes on any three of the following: *(15 Marks)*

- a. Role of Judiciary
- b. Types of Industrial Disputes
- c. Objectives of Industrial Relations
- d. Privatization
- e. Labour Court

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Time – 2½ hours

Marks -75

- N. B. : 1. All Questions are Compulsory subject to internal choice.  
2. Figures to the right indicate full marks.

Q1. a. State whether the following sentence are True or False. (Any 8) (8)

1. The Japanese Career Model advocates decision making power, status and compensation to increase as the individual moves up the career pyramid.
2. Performance appraisal can be defined as the informal review & rating of individuals by their manager.
3. Performance management is a continuous process with individual's and teams.
4. Traits identify the physical or psychological characteristics of a person.
5. Reviews give occasional feedback to the individual.
6. Effective leaders of high performance teams do encourage members.
7. Performance benchmarking means to copy performance of other companies.
8. Self-introspection means a shared vision.
9. Performance related pay results in lower performance.
10. Training of employees additional skills is called as retraining.

b. Match the Column. (Any 7) (7)

Column A		Column B
1. Internet	a.	Personal aspects
2. Mental and physical abilities	b.	Immediate feedback
3. Sole Career model	c.	Communication worldwide
4. Coaching	d.	Regular informal meetings
5. Performance Execution	e.	Pyramid Model
6. Check- ins meetings	f.	Less Biased, on observable behaviour
7. BARS	g.	Phase II
8. Principles of Learning	h.	Pay Slabs
9. Contribution related Pay	i.	Individuals that take advantage of others work
10. Free riders	j.	Mentoring

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Q2. a. Discuss the need & significance of Performance Management. (15)

OR

- b. Define Performance management. Explain the Process of Performance Management Cycle. (8)
- c. Discuss the future of Performance Management. (7)

Q3. a. Explain the concept of High-performance teams and elucidate its Nature. (15)

OR

- b. What is Performance Benchmarking? (8)
- c. What is Performance Appraisal? Discuss in details its methods. (7)

Q4. a. What do you understand by ethical performance management? Elaborate its Principles and Significance. (15)

OR

- b. Discuss the Steps to manage Under- Performers. (8)
- c. Explain the disadvantages of potential appraisal. (7)

Q5. a. What are benefits of Career Planning? (8)

b. Discuss the role of Employer and employee in career development. (7)

OR

c. Short Notes. (Any Three) (15)

1. Role of Technology in Career Planning
2. Japanese Career Model
3. Contribution of Mentor in Career Planning
4. Outcomes Approach in Performance Appraisal
5. Contribution Based Pay

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**Time: 2 ½ Hrs****Marks: 75**

**Q 1 (A) Match the Following: (Any Eight)**

(8)

GROUP A		GROUP B	
1	Environmental Challenge	A	Stop recruiting new employees
2	Work Force Diversity	B	Clarifies the Skills
3	Freeze Recruitment	C	Reduce Surplus Staff
4	VRS	D	Readiness to accept international assignments
5	Grievance Handling Mechanism	E	Globalization
6	General Policies	F	Ongoing Process
7	Appraisal	G	Greater Productivity and efficiency
8	Outsourcing	H	Guidelines for employee
9	Cultural Differences	I	Outlet for employee frustrations and discontents
10	Career Paths	J	Inclusivity and equity training

**Q 1 (B) State True or False: (Any Seven)**

(7)

1. Environmental challenges refer to forces and institutions that are beyond the access of management.
2. CSR energizes, directs and sustains human behavior.
3. HR Practitioners may act as the guardians of the organization's values concerning people.
4. Strategic HRD promotes a learning culture.
5. Written mode of communication must be promoted among the employees for better transparency.
6. The HR Policy must be extremely stable and rigid.
7. A bureaucratic organizational culture is one, which follows rigid and tight procedures.
8. Competencies represent the language of performance.
9. Open houses are generally arranged on a weekends.
10. Google has used contest recruitment as a new approach to recruitment.

**Q2 A** Discuss the evolution of Strategic Human Resource Management (SHRM). (8)

**Q2 B** Explain the changing roles of HR Professionals. (7)

**OR**

**Q2 C** Explain in detail about the “High Performance Working Model”. (8)

**Q2 D** Explain the interface between SHRM and Business Performance. (7)

**Q3 A** Bring out the steps in the development of HR Strategies. (8)

**Q3 B** How can strategic compensation be used as a tool to gain a competitive advantage in an organization? (7)

**OR**

**Q3 C** Why should an organization have an employee relations strategy? (8)

**Q3 D** Suggest ways for retaining employees. (7)

**Q4 A** What is the purpose of HR policies and how do they contribute to effective human resource management in an organization? (8)

**Q4 B** What are the requisites of an ideal HR policy? (7)

**OR**

**Q4 C** Why should the HR Policies be reviewed? (8)

**Q4 D** How do the HR Policies help to maintain the workplace harmony? (7)

**Q5 A** What is employee engagement? Explain the strategies for enhancing employee engagement. (8)

**Q5 B** What are the strategic issues in International Human Resource Management? (7)

**OR**

**Q 5 C** Write Short Notes on: (Any 3) (15)

- a. High Involvement Management Model
- b. Strategic Recruitment and Selection
- c. Training and Development Policy
- d. Balanced Score Card
- e. Special Event Recruiting

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15/10/2025

Time: 2.30 Hours

Marks: 75

Note: 1) All questions are compulsory with internal choice  
2) Figures to the right indicate full marks

- Q 1 A. Choose the correct answers from the given alternatives: (Any Eight) 8
1. -----principles are to be followed by the business in order to survive in the long run.  
(profit motive, ethical, CSR, economic motive)
  2. The first rule of crisis communication is to -----.  
(communicate, ignore, take control of the situation, avoid media)
  3. Spoken defamation is called-----.  
(slander, insult, libel, grapevine)
  4. Reputation assessments are -----.  
(subjective, not possible, fixed, objective)
  5. The word ----- is short for "weblog".  
(blog, skype, twitter, logbook)
  6. An E-Zine is an online -----  
(magazine, book, journal, website)
  7. A firm's communication always be -----.  
(two-way, one-way, formal, group)
  8. A collection of information that is organized so that it can easily be accessed, managed and updated. -----  
(database, website, library, google)
  9. ----- helps to improve the quality of service.  
(feedback, people, product, public relation)
  10. PR activity may fail due to -----.  
(cultural-differences, media differences, service difference)

B. Match the following: (Any Seven) 7

A	B
1. Inner image	a. Maximize positive coverage
2. CSR	b. Strike
3. Corporate identity	c. Employee behavior
4. Situational theory	d. Publicly available
5. Books	e. New friends
6. Media relation	f. Tangible manifestation of the personality of the company
7. Crisis communication	g. Work of literature
8. External blog	h. 15 <sup>th</sup> June 2005
9. Social networking	i. Corporate reputation
10. RTI Act	j. Problem recognition

- Q2. a) How do you justify the need and relevance of corporate communication in contemporary times? 8  
b) Explain the meaning of corporate reputation. Bring out the advantages of corporate reputation. 7
- OR
- c) Enumerate the role of ethics in corporate communication. 8  
d) Explain the provisions of the RTI Act. 7
- Q3. a) Enumerate the meaning and essentials of public relations. 8  
b) Explain the political and legal issues in public relation environment. 7
- OR
- c) Explain the different aspects of systems theory of public relations with diagram. 8  
d) Explain the economic issues in public relations. 7
- Q4. a) Explain the different sources of media information. 8  
b) Enumerate the different steps to be followed in building effective media relations. 7
- OR
- c) Describe the benefits of good of employee communication. 8  
d) Describe the different guidelines for handling crisis. 7
- Q5. a) Describe the functions of communication technology in corporate communication. 8  
b) Explain the different types of corporate blogs. 7
- OR
- c) Write short notes (**any three**) 15  
1. Defamation.  
2. Copyright Act  
3. Objectives of public relations  
4. Advantages of financial advertising  
5. Press release

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14/10/2025

**TOTAL MARKS: 75**

**DURATION: 2 ½ Hours**

**NOTE:**

- 1) All Questions are compulsory with internal choice options and carry 15 marks each.
- 2) Figures to the right indicate full marks
- 3) Use of simple Calculator is allowed
- 4) Working note should form part of your answer for practical questions.

**Q.1) A) Choose the correct option (Any 8):**

**(08)**

- 1) \_\_\_\_\_ Logistics is the decision to buy logistics services from external sources rather than operate in house.  
(a) Reverse, (b) Green, (c) Outsourcing, (d) Standard
- 2) \_\_\_\_\_ warehouse is a combination of both private and public warehouse.  
(a) Agricultural, (b) Cold chain, (c) Custom, (d) Contractual
- 3) \_\_\_\_\_ is not an objective of inventory management.  
(a) Minimising waste, (b) Optimum utilisation of space,  
(c) Blockage of investment, (d) Avoid over ordering
- 4) The primary goal of the \_\_\_\_\_ logistics cycle is to move products or materials backward through the distribution network.  
(a) Green, (b) Reverse, (c) Inbound, (d) Outbound
- 5) Lack of communication between members of supply chain leads to \_\_\_\_\_ effect.  
(a) Miscommunication, (b) Bull- Whip, (c) Classical, (d) Bad
- 6) In \_\_\_\_\_ method of demand forecasting an attempt is made to develop forecast through group consensus.  
(a) Delphi (b) Naive (c) Consumer Survey (d) Regression
- 7) A unit train is also known \_\_\_\_\_ train.  
(a) Resident, (b) Flat car, (c) Block, (d) Freight
- 8) Elimination of waste is an important characteristic of \_\_\_\_\_ supply chain.  
(a) Lean (b) Hybrid (c) Agile (d) Global
- 9) \_\_\_\_\_ is not an I.T. related tool used in Logistics.  
(a) EDI, (b) RFID, (c) ERP, (d) S-OS
- 10) The main objective of \_\_\_\_\_ is to reduce the number of times the product is handled.  
(a) Packaging, (b) Transportation, (c) Material Handling, (d) Warehousing

**Q.1) b) True or False (Any 7):** (07)

- 1) Deep water ports are ports which has the capability to accommodate a fully loaded ship.
- 2) Consumer packaging aims at attractive appeal and information sharing.
- 3) TOFC is a type of Fishy back.
- 4) Transportation creates time utility.
- 5) COFC stands for Container on Flat car.
- 6) Ensuring perfect order is one of the objective of Packaging function.
- 7) Double stack container is form of intermodal freight transport.
- 8) Outbound logistics deals with procurement of spare parts and raw materials.
- 9) Maritime logistics involves shipment of goods (cargo) and people by sea and other waterways.
- 10) Regression analysis is a qualitative method of demand forecasting.

**Q2) a) Explain the concept of Logistics with the help of any 6 functions of Logistics.** (08)

**b) What do you mean by Warehousing? Explain Warehousing Strategies** (07)

**“OR”**

**c) From the following data calculate a 4 period weighted moving average with weights as 4, 3, 2 and 1. The largest weight is assigned to most recent period and current demand value. Also forecast the demand for 9<sup>th</sup> month.** (10)

Period (Month)	1	2	3	4	5	6	7	8	9
Demand in Units	100	120	130	135	145	150	160	175	?

**d) Explain the concept of packaging with the help of its any four functions.** (05)

**Q.3) a) Explain the concept of Supply Chain Management with the help of steps involved in the process of supply chain.** (08)

**b) What is Inter Modal Transportation? Explain various Inter Modal Combinations.** (07)

**“OR”**

**Q.3) c) What do you mean by customer service? Explain 7R's for achieving perfect order.** (08)

**d) What are different Global Logistics trends? Justify with examples.** (07)

Q.4) a) Distinguish Between 3PL and 4PL (08)

b) Explain in detail role of Pipeline and Ropeways mode of transportation in building a sustainable economy. (07)

“OR”

Q.4) c) Explain the concept of EOQ with the help of a diagram and solve the sum on EOQ. The annual demand of an item is 4200 units. The unit cost is Rs. 8. The inventory carrying rate is 30%. The cost of procurement is Rs. 200. Calculate EOQ. (10)

d) Explain the concepts: (i) Logistics parks, (ii) Dedicated Freight Corridor (05)

Q.5) a) Case Study: Supply Chain and Logistics Challenges in a Quick Commerce Company- (15)

**FlashCart** is a fast-growing Quick Commerce (Q-commerce) startup that delivers groceries and essentials within 15–20 minutes across urban areas. It operates through a network of dark stores and a fleet of delivery riders. While the model attracted rapid user growth, the company soon faced major supply chain and logistics issues that began impacting service quality and profitability.

A key challenge was **inventory mismanagement** at dark stores. Poor demand forecasting and lack of real-time stock visibility led to frequent stockouts of high-demand items and overstocking of slow-moving ones. This resulted in lost sales and declining customer satisfaction.

**Last-mile delivery** posed another problem. Delivery riders often faced delays due to traffic, inaccurate addresses, and lack of optimized routing. FlashCart's early systems did not support dynamic rider assignment or efficient route planning, leading to missed delivery targets and customer complaints.

**Replenishment delays** from central warehouses to dark stores further disrupted operations. Without scheduled restocking or proper vehicle planning, stores ran out of key products, increasing downtime and logistical costs.

The company also struggled during **demand surges**, especially during peak hours and bad weather. Limited rider availability, system overloads, and poor workforce planning led to late deliveries and high rider attrition. FlashCart's cost structure worsened due to high rider incentives, low batching efficiency, and low average order values—making the business model financially unsustainable.

To tackle these issues, FlashCart adopted AI-based demand forecasting, real-time inventory tracking, and route optimization software. It also introduced structured replenishment schedules, surge prediction tools, and incentive-based staffing during peak hours. To improve profitability, the company increased minimum order values, batched deliveries more effectively, and removed unprofitable SKUs.

Within six months, these changes yielded significant results: stock-out rates dropped by 35%, on-time deliveries improved from 78% to 91%, and cost-per-delivery fell by 20%. Customer satisfaction (NPS) also rose significantly.

Ultra-fast delivery requires seamless coordination across inventory, logistics, and workforce planning. While the 15-minute model is attractive to consumers, sustainable growth depends on continuous optimization, efficient systems, and cost control.

**Answer the below mentioned questions based on the above case:**

- 1) What are the key operational components of Flashcart Q-Commerce firm? How does it aim to fulfil its 15–20-minute delivery promise? (05)
- 2) What are the main supply chain and logistics problems faced by FlashCart? (05)
- 3) Highlight specific solutions related to problems of dark stores, inventory management, delivery, and cost efficiency. (05)

**“OR”**

**Q.5) c) Write short notes on (Any 3):**

**(15)**

- 1) RORO
  - 2) Reverse Logistics
  - 3) RFID and EDI
  - 4) Activity Based Costing
  - 5) Objectives of performance measurement in supply chain.
-